



Council Communication No. 97-274

SYNOPSIS –

It is recommended that the Center for Continuous Quality Improvement at Iowa State University Research Park be retained to implement the Continuous Quality Improvement model throughout all departments of the City.

FISCAL IMPACT –

The cost is \$369,168 over a period of five years which will come from the annual appropriation for benchmarking and training. The estimated expense per year averages \$113,300 for each of the first two years reducing to an average of \$47,500 for each of the next three years. The contract will be reviewed annually and can be canceled at the end of each year.

RECOMMENDATION –

Approval.

BACKGROUND –

Last fall the Community Development Department introduced the principles of Continuous Quality Improvement (CQI) as part of an effort to improve the processes by which the services of that department are delivered to the community. The improvement of work processes in that department were impressive. Consequently, I discussed with department directors the possibility of evaluating CQI for implementation throughout the organization; it was agreed that we should do so. With the help of Community Development Director Jim Grant, the department directors and other key staff participated in training in CQI principles provided by the Center for Continuous Quality Improvement. After completion of that training, we met with Dr. Robert Gelina, Director of the Center, and evaluated the possibility of Citywide implementation of CQI principles. It was determined that such implementation would be an important step for the City in improving the processes by which services are delivered to the citizens of Des Moines.

As a result, the Center has proposed a five-year plan by which CQI principles will be initiated and implemented throughout the organization. The plan calls for a total of 192 people to be educated in the concepts of CQI during the first year. The classes will be comprised of individuals from various departments within the City. Each department head will identify individuals from their respective departments to attend the first classes. There will also be developed various steering committees to guide the implementation of the CQI efforts. A Citywide steering committee will consist of the City Manager and all department heads. Each

department will also have its own steering committee consisting of the department head and associated staff. In addition, various teams will be developed to address crucial process problems that arise in the performance of service delivery. Initially, there will be teams in the areas of Finance, Right-of-way, and Classification and Compensation. Other teams will be identified by the Citywide steering committee as the implementation process proceeds.

The plan proposed by the Center also includes the selection of three individuals to serve in the role of quality advisor. These individuals will be educated to allow them to advise teams and teach other City employees the Continuous Quality Improvement concepts. In this way, CQI will be infused throughout the organization and will be maintained internally once the five-year implementation plan has been completed.

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